

Career Development System Indicators

March 2002

Prepared for
Michigan Department of Career Development

Prepared by
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Lansing, Michigan

Ferris State University
Big Rapids, Michigan

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Career Development System Indicators

Each year the Michigan Department of Career Development (MDCD) updates its strategic plan with the help of key stakeholders. As part of the planning process in 2001, MDCD wanted to develop a system to measure and monitor progress towards established goals. This information would also help MDCD identify new opportunities and challenges that might require adjustments in its strategic and operational plans. To assist MDCD in this endeavor, the department selected Public Sector Consultants, Inc. (PSC) and Ferris State University (FSU) as project partners.

Together, the project team has developed the following system-level indicators for the Michigan Career Development System. These indicators offer a broad, “30,000-foot view” to show policymakers both within and outside the department whether Michigan’s Career Development System is improving on a year-to-year basis. These indicators were created by the project partners or selected in consultation with project contacts at MDCD. The collection of indicators comprise two indices:

- Customer Satisfaction Index
- Career Development System Success Index

Each indicator may contain one or more components. For each indicator, a base year was established and given a value of 100; the most current data available were then compared to the base year and a new index score was calculated.

Customer Satisfaction Index

This index measures whether key customers of the Career Development System—employers, workers, job-seekers, students and parents—are aware of and use the system and how they rate it. The index consists of four components and shows that customer satisfaction increased 13 percent over the past year:

Components	Previous Period	Current Period
1. Client contacts	100	127
2. Job-seeker satisfaction	100	100
3. Parental and worker awareness	100	111
4. Employer satisfaction	100	112
Customer Satisfaction Index (average of four components)	100	113

The data and measures that make up these components follow.

1. Client Contacts

Description and Rationale

This measure tracks the aggregate number of client contacts—worker, employer, job-seeker, student, etc.—from several sources:

- **Number of unique visitors (“user sessions”) on the TalentFreeway**
- **Number of resumes and number of job openings in the Michigan Talent Bank (MTB)**
- **Customer service volume at the Michigan Works! Agencies**—the duplicated count of all traffic in and out of the one-stop agencies.

Since MDCD is committed to serving Michigan employers and workers—both to meet current needs and to be prepared for future demands—this indicator was suggested to give MDCD leadership a measurement of customer use of the system. Data from TalentFreeway and the Michigan Talent Bank are included, as these are two of the department’s most highly advertised services, and ones that most customers quickly associate with MDCD or its partners. The indicator also includes the total amount of foot traffic in the 25 Michigan Works! Service Centers. The inclusion of both electronic and foot-traffic measures in the overall indicator is a more accurate indication of customer service volume than one or the other would be, since both may be used to provide an extensive range of services.

Client Contacts Indicator

Measure	Previous Period	Current Period
TalentFreeway unique visitors (2000 vs. 2001)	457,336 (est.)	457,336
Michigan Talent Bank (MTB) resumes (PY 1999 vs. 2000)	256,305	311,691
Michigan Talent Bank (MTB) job openings (PY 1999 vs. 2000)	135,432	222,425
Michigan Works! Service Center volume (FY 2000 vs. 2001)	950,000	1,300,000
Sum	1,799,073	2,291,452
Index	100	127

Results

Over the past year, client contacts with the Career Development System increased 27 percent because of increased traffic in the Michigan Works! Service Centers, as well as increased use of the Michigan Talent Bank by jobseekers and employers alike.

Data Source, Frequency, and Notes

- **Number of unique visitors (“user sessions”) on the TalentFreeway.** Source: Michigan Virtual University (MVU). Frequency: monthly and/or annual reports. Data not available for previous period; same data used for both periods.

- **Number of resumes and number of job openings stored in the Michigan Talent Bank.** Source: MDCD. Frequency: monthly and annual reports.
- **Customer service volume at the Michigan Works! Agencies.** Source: Michigan Works! Association survey. Frequency: annual.
- PY stands for Program Year.

2. Jobseeker Satisfaction

Description and Rationale

This measure presents the year-to-year change in the average scores of Michigan Works! Agencies from the Mystery Shopper program. It was selected as an overview of how well job-seeking customers view the responsiveness of staff. Telephone and on-site surveys rank the Michigan Works! Service Centers on five customer satisfaction factors: courtesy, helpfulness, knowledge, professionalism and overall satisfaction.

Jobseeker Satisfaction Indicator

Measure	Previous Period	Current Period
Jobseeker rating (2000 vs. 2001)	81%	81%
Index	100	100

Results

There was no change in this indicator over the past year.

Data Source, Frequency, and Notes

- **Jobseeker rating.** Source: MDCD Office of Workforce Development (OWD) data. Frequency: annual.

For this indicator, the index change will be equal to the percentage point change. For example, if the rating were to increase next year from 81 percent to 83 percent, the index score would increase from 100 to 102.

3. Parental and Worker Awareness of MDCD

This measure presents the overall awareness of parents and workers of the MDCD, its programs, and its services. Parents are included because of their dominant role in assisting children with their career future (MDCD is a major disseminator of career-related information). With greater awareness, there is increased use of services; and with greater use of services, there is increased likelihood that Michigan residents will achieve a higher standard of living and quality of life. Since the MDCD is a relatively new state agency housing a mix of traditional and new programs and services, a major strategic goal of the department is likely to remain advocacy for its stakeholders and dissemination of information to them.

Parental and Worker Awareness Indicator

Measure	Previous Period	Current Period
Parent awareness (2000 and 2001)	37%	38%
Worker awareness (2000 and 2001)	30%	40%
Sum of percentages	67%	78%
Index	100	111

Results

Over the past year, public awareness of MDCD increased 11 percent.

Data Source, Frequency, and Notes

- **Parental and Worker Awareness.** Source: MDCD Marketing and Public Relations survey. Frequency: annual. “Awareness” is a name identification (Are you aware of MDCD?) measure. Worker awareness percentages combine the unemployed and underemployed categories from the Marketing and Public Relations survey.

Adding the parent and worker awareness percentages together will create the index.

4. Employer Satisfaction

Description and Rationale

This measure assumes that employers who use and are aware of the Career Development System are generally satisfied with the system. The measure is composed of

- Michigan Talent Bank (MTB) employer penetration, expressed as the total employment of Michigan employers registered with the Michigan Talent Bank as a percentage of the total employment of firms covered by Unemployment Insurance (UI) law;
- the average satisfaction score (from courtesy, helpfulness, knowledge, professionalism and overall satisfaction) of employers served by the Michigan Works! agencies from the Mystery Shopper program; and
- the overall awareness of businesses with the MDCD, its programs, and its services.

Employer Satisfaction Indicator

Measure	Previous Period	Current Period
MTB employer penetration (2001; see data notes)	29% (est.)	29%
Mystery Shopper employer satisfaction rating (2000 vs. 2001)	81%	82%
Business awareness (2000 vs. 2001, average of hourly and salaried categories)	41%	52%
Sum of percentages	151	163
Index	100	112

Results

Over the past year, employer satisfaction with the Career Development System increased 12 percent, primarily because of their increased awareness of MDCD.

Data Source, Frequency, and Notes

- **MTB Employer Penetration.** Source: UI employers/employment data and employers active on the Michigan Talent Bank as of 9/2001. Frequency: annual. No data is available for 9/2000, so the prior period is assumed to be the same.
- **Mystery Shopper employer satisfaction rating.** Source: MDCD Office of Workforce Development (OWD) data. Frequency: annual.
- **Business awareness.** Source: MDCD Marketing and Public Relations survey. Frequency: annual. Business awareness (i.e., Are you aware of MDCD?) percentages are the average of awareness of hourly and salary categories (business respondent describes firm as either hourly or salary in nature).

Career Development System Success Index

The Career Development System Success Index consists of seven components, which are designed to measure the success of the department in serving its client groups and helping Michigan workers attain the skills needed to find good-paying jobs in the twenty-first century economy. The index remained stable over the past year. Each of the components is discussed below.

Components	Previous Period	Current Period
1. Workforce Development success	100	100
2. Postsecondary success	100	100
3. Career Preparation success	100	101
4. Success for Adults with Disabilities	100	100
5. Adult Education success	100	100
6. Post-Welfare success	100	101
7. Career Readiness skills gap	100	101
Career Development System Success Index (average of all 7 components)	100	100

The following are the data and measures that make up these components.

1. Workforce Development Success

Description and Rationale

The indicator is the earnings gain in six months of participants in some of the state's workforce development programs as a percentage of program expenditures. More specifically,

the indicator sums the six-month increase in earnings of three of the major target groups served under the Workforce Investment Act (WIA), Title I: older youth, adults, and displaced workers, and divides these total earnings by the total dollars spent on WIA programs. The earnings gain is what a participant earned in the six months following placement less their earnings over the six months before placement. Only “placed” participants are part of this measure. This measure intends to measure the rate of return on the department’s investment.

For workers, the main purpose of the Career Development System is to help workers improve their skills and find better jobs. The best measure of success is their increase in income. MDCCD can help increase earnings of workers by helping Michigan Workforce Development Boards and their contractors find better-paying jobs for participants by, among other things, matching jobs with candidates and improving training programs.

Workforce Development Success Indicator

Measure	Previous Period	Current Period
Earnings gains for Older Youth (WIA programs)—earnings in 6 months following placement less earnings in 6 months prior to placement	NA	\$1,103,589
Earnings gains for Adults (WIA programs)—(same calculation as above)	NA	\$9,929,772
Earnings gains for Displaced Workers (WIA programs)—(same calculation as above)	NA	\$38,455,567
Total dollars spent (WIA Title I programs) (all data for program year 2000–2001—one year of data only)	NA	\$62,527,091
Proportion or rate	79% (est.)	79%
Index (index change equals percentage point change)	100	100

Note: NA=Not Available

Results

Since WIA was just implemented in 2000–01, it is not possible to compare performance with the previous year. For the first year of WIA, the six-month earnings gain of participants in the three target groups came to 79 percent of what Michigan spent on the entire WIA program.

Data Source, Frequency, and Notes

- These measures are among the federal performance indicators required by the Workforce Investment Act of 1998.
- Source: Michigan Department of Career Development (MDCCD). Frequency: annual.

2. Postsecondary Success

Description and Rationale

The role of MDCD is to encourage students and workers to use community colleges to increase their skills, and to encourage colleges to increase their completions in areas recommended by their strategic plans. An important indicator of progress in developing a trained workforce is the number of credentials awarded by community colleges as a proportion of the number of students enrolled. The enrollment measure only counts students in a “program,” or a course related to a program (i.e., students are apt to be seeking a credential).

Postsecondary Success Indicator

Measure	Previous Period	Current Period
Credentials earned at community colleges (2000 and 2001)	19,964	19,589
Community college fall enrollment (enrolled in “programs”—i.e., counts toward certificates and degrees 2000/2001)	191,688	192,306
Proportion or rate	10%	10%
Index (index change equals percentage point change)	100	100

Results

There was no change in this indicator over the past year.

Data Source, Frequency, and Notes

- Source: MDCD Office of Postsecondary Services data. Frequency: collects the data on an annual basis from the community colleges.
- Fall 2001 numbers are preliminary.

3. Career Preparation Success

Description and Rationale

One of the purposes of MDCD is to provide high-school students with career guidance and training in technical and other occupations. This two-part measure sums the percentage of high-school students who complete career and technical education programs and the percentage of school districts implementing Career Pathways.

The first component consists of two measures: (1) the number of high-school students who have completed a career and technical education (CTE) program, meaning they have completed at least two courses in a sequence of courses related to occupational preparation, and (2) the total number of public-school students in grades 11 and 12. The measure is the number completing a CTE program divided by the total number of public-school students in grades 11 and 12.

The second component likewise consists of two measures: (1) the number of school districts implementing Career Pathways divided by (2) the total number of school districts. Career Pathways are six broad groupings of careers that share similar characteristics and whose employment requirements call for many common interests, strengths, and competencies. The groupings encompass the entire spectrum of career options, providing opportunities for all students and all ability levels. The six pathways are: Arts & Communication; Business Management, Marketing, & Technology; Engineering, Manufacturing, & Industrial Technology; Health Sciences; Human Services; and Natural Resources & Agriscience. Arranging academic subjects and programs by pathways helps students see how school subjects relate to the world of work. It also helps students examine their interests, talents, and goals—and how these can relate to a chosen career.

The completion of CTE programs and implementation of Career Pathways are expected to increase student achievement, graduation rates, college attendance after high school, and placement rates in jobs. There are some studies showing that this is happening in some districts. The MDCD role is to encourage school districts to implement Career Pathways and increase CTE completions in areas as recommended by their area strategic plans.

Career Preparation Success Indicator

Measure	Previous Period	Current Period
Completers of Career and Technical Education (CTE) programs (high school) (1998–99 & 1999–2000)	51,924	48,707
Total 11–12th grade enrollment (all students 1998–99 & 1999–2000)	212,140	212,923
CTE completers as percentage of high school students (grades 11–12)	24%	23%
Pathways high schools 2000–01 school year—beg. & end)	60	73
Proportion of districts with high schools with “Pathways” (% implementing/total (712 school districts))	8%	10%
Sum of percentages	32%	33%
Index (index change equals percentage point change)	100	101

Results

Over the past year Career Preparation Success increased by 1 percent due to the increasing percentage of school districts that are implementing Career Pathways.

Data Source, Frequency, and Notes

- Source: MDCD Office of Career and Technical Preparation (OCTP) data. Frequency: collects the data on an annual basis from local school districts offering state-approved CTE programs and participating in the Career Pathways Initiative.

4. Success for Adults with Disabilities

Description and Rationale

This indicator measures the number of cases closed because the client found a job or completed a personal plan for training and education that would lead to finding a better job as a percentage of the total caseload. The data cover clients of the Michigan Rehabilitation Services.

One of the goals of the MDCD is to help adults with disabilities find new jobs or better-paying jobs. Moving participants to employment or helping them become more independent reduces public costs while improving the individual's quality of life. The MDCD's role is to accelerate the participant's attainment of job and life competencies that will lead to employment or more independence, and to work with employers to open up more jobs for workers with disabilities.

Success for Adults with Disabilities Indicator

Measure	Previous Period	Current Period
Rehabilitation cases closed	6,989	6,880
Total caseload	42,624	44,152
Percentage	16%	16%
Index (index change equals percentage point change)	100	100

Results

There was no change in this measure over the past year.

Data Source, Frequency, and Notes

- Source: Michigan Rehabilitative Services in the MDCD. Frequency: annual.

5. Adult Education Success

Description and Rationale

Adult education provides a second chance for mature students to achieve education levels and literacy skills equivalent to those of high-school graduates. It also offers non-English speaking individuals the chance to attain English fluency. The indicator used to measure the MDCD's success in adult education is learning gain per 100 hours of instruction. Learning gains are measured by "educational functioning levels" (EFLs), a U.S. Department of Education reporting category. EFLs are roughly equivalent to two grade levels. The measure is therefore the total number of educational functioning levels achieved for every 100 hours of instruction divided by the total number of student instruction hours.

Approximately 60,000 students are enrolled in Michigan adult education programs each year. The primary goal of adult education programs is to improve literacy. The MDCD's

role is to encourage those who provide adult education programs to develop methods that will accelerate learning.

The MDCD has a new performance measurement system to measure adult-student learning, providing the opportunity to gauge “learning rates.” This measure relates the amount learned to the effort expended as expressed by the hours spent in direct instruction. In other words, it is a return on investment measure where the “investment” is time.

Adult Education Success Indicator

Measure	Previous Period	Current Period
Total EFLs—(program year July 1–June 30, 2001)	NA	23,134
Total student hours divided by 100 (4,725,261 /100)	NA	47,253
Proportion (EFLs/100 hour units, or 20,190/47,253)	NA	0.49
Index	100	100

Note: NA=Not Available

Results

Inasmuch as the MAERS data system came online in 2000–01, it is not possible to compare results with the previous year. For 2000–01, students in adult literacy and English-as-a-Second-Language programs achieved on the average about half (0.49) of an education l for every 100 hours of instruction they received.

Data Source, Frequency, and Notes

- Source: MDCD compiles the data from its Michigan Adult Education Reporting System (MAERS). Frequency: annual.

6. Post-Welfare Success

Description and Rationale

Post-Welfare Success is a measure of self-sufficiency that relies on the “case closure” rate from the Work First program. In this instance, case closure pertains to the cessation of cash payments. Cash payments for persons in the Work First program cease when someone finds a job and has an income above the cash-payment eligibility threshold. The data cover only “participants” (actual enrollees) in Work First rather than referrals to the program (i.e., excludes “no-shows”).

One of the goals of the MDCD is to help adults find jobs and become self-sufficient. Work First is a large-scale program designed to help public assistance recipients find jobs and become financially independent.

Post-Welfare Success Indicator

Measure	Previous Period	Current Period
Total cases closed	22,787	23,724
Total Participants	110,807	107,228
Percentage	21%	22%
Index (index change equals percentage point change)	100	101

Results

The case closure rate increased by one percentage point during the current period resulting in a one-point gain in the index.

Data Source, Frequency, and Notes

- Source: Office of Workforce Development in the MDCCD. Frequency: monthly and annual.

7. Career Readiness Skills Gap*Description and Rationale*

The indicator is based on ACT's WorkKeys assessments and compares the scores of Michigan examinees to the ratings assigned to Michigan job profiles through job analysis. Four assessments comprise the index: reading, applied math, locating information, and writing. When job ratings exceed the average scores of all examinees, a "skills gap" exists. The index is computed by summing the job profile ratings for all four assessments and the scores of examinees for the four assessments. A ratio—profiles to examinees—is then computed.

MDCCD promotes "readiness"—readiness for advanced academics and readiness for work and a career. The foundation skills of reading, writing, and mathematics are essential for every citizen to succeed at work and in post-high school education and training. The indicator measures whether students and workers are improving their skills or falling behind. Thus, MDCCD may monitor progress of the Career Development System statewide regarding the "skills gap."

Career Readiness Skills Gap Indicator

Measure	Previous Period	Current Period
Examinee scores (sum of 4 assessments)	13.9	14.0
Job profiles (sum of 4 ratings)	15.8	15.8
Ratio—examinees to jobs	.88	.89
Index (index change equals percentage point change)	100	101

Results

Examinee scores rose relative to the job profile ratings on reading, applied math, locating information, and writing. The index rose by one point, meaning the skills gap was closed by 1 percent between 2000 and 2001.

Data Source, Frequency, and Notes

The source of the data is ACT, Inc., which collects the data on a regular basis and provides special tabulations to MDCCD. The time periods here are August 1999–July 2000 and August 2000–June 2001. While the examinee population was unique for each period, the job profile data were static.